

PART 3

STRATEGIC GOALS, OBJECTIVES, AND MEASURES

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GOAL 1

Build and preserve a comprehensive collection of knowledge and creativity in all formats and languages for use by the Congress and other customers.

A. Planned Outcome: A broad and detailed knowledge resource for servicing research and information requests and an indelible record of human creativity/accomplishment and national treasures,

B. Objectives of Library Services, National Library Program:

- 1.** Select and acquire a universal, multilingual and multiformat collection of works of historical and cultural significance.
- 2.** Secure the collections during all phases of the collections life-cycle using bibliographic, inventory, and physical controls in accordance with the Library’s collection security plans.
- 3.** Extend the life and utility of collection items through the application of appropriate preservation treatments and technologies.
- 4.** Provide secure, environmentally stable storage capacity to support the continued growth of the collections.
- 5.** Develop and sustain collaborative partnerships with other Libraries, public and nonprofit organizations, and the private sector to extend the collections.

C. Performance Measures:

- 1.** Number of collection items by subject, format, and language.
- 2.** Number of collection items under baseline inventory control.
- 3.** Number and nature of items preserved.
- 4.** Storage capacity as a percentage of storage requirements.
- 5.** Number of collection items accessible to the Library through partnerships.
- 6.** Number of content partnerships.

GOAL 2

Provide maximum access and facilitate effective use of the collections by the Congress and other customers.

A. Planned Outcome: High-quality and timely fulfillment of research and information requests from an increasingly diverse and distributed customer population.

B. Objectives of Library Services, National Library Program:

- 1.** Organize, describe, evaluate, and interpret the collections to facilitate their understanding and use.
- 2.** Provide high-quality and timely reference services to facilitate the fulfillment of research and information requests including enabling researchers to probe the collections in full depth and richness while balancing those reference services with collections security.
- 3.** Provide multiple search and access methods to support the needs of a diverse and distributed customer population.
- 4.** Develop and sustain collaborative partnerships with other libraries, public and nonprofit organizations, and the private sector to extend access to the collections and reference services.

C. Performance Measures:

- 1.** Number of items cataloged.
- 2.** Size of the cataloging arrearage.
- 3.** Number of items circulated on interlibrary loan.
- 4.** Number of on-site and remote visits to the online catalog.
- 5.** Number of reference requests.
- 6.** Degree of customer satisfaction.
- 7.** Number of items accessed through partnerships.
- 8.** Savings to the Library from accessing some collection items through partnerships.
- 9.** Number of access (bibliographic control and reference) partnerships.
- 10.** Assessments by partner institutions in the national and international information communities.
- 11.** Number of expert personnel from other national and international research libraries who visit or collaborate with personnel at the Library of Congress.

GOAL 3

Lead, promote, and support the growth and influence of the national and international library and information communities.

A. Planned Outcome: Effective standards, policies, guidance, and infrastructure that advance the value and capabilities of libraries and archives world wide.

B. Objectives of Library Services, National Library Program:

- 1.** Provide leadership in defining and disseminating standards, protocols, and best practices.
- 2.** Provide or secure methods for sharing knowledge resources, preservation responsibilities, and associated costs among members of the library and information community.
- 3.** Provide processes and methods for promoting collaboration among, and contributions by, members of the library and information community.
- 4.** Advance librarianship and the value added by libraries worldwide.

C. Performance Measures:

- 1.** Number and range of outreach activities (e.g., conferences, meetings, white papers, presentations, follow-up actions completed.)
- 2.** Number of professional education activities (e.g., continuing education opportunities, work-related courses) conducted by National Library staff.
- 3.** Number of information standards and protocols which the National Library has a leadership role in developing and maintaining.
- 4.** Number of libraries with which the National Library shares cataloging or conducts joint acquisitions or preservation projects.
- 5.** Feedback from national and international library and information communities.
- 6.** Feedback from National Library customers, as a measure of public awareness of the value of the Library to the nation.

GOAL 4

Expand, manage, and communicate Library of Congress digital strategies and roles

A. Planned Outcome: Increased digital policy and practice leadership and coordination by the Library of Congress, and increased Congressional and stakeholder understanding and recognition of the Library of Congress' digital priorities and activities as defined in the "Plan for the National Digital Information Infrastructure and Preservation Program" and the "Library of Congress Digital Strategic Plan."

B. Objectives for the Office of Strategic Initiatives, National Library Program:

- 1.** Working with the many stakeholders in the archival, technical, and content creator/distributor communities as within the Library of Congress, lead a national and international effort to define selection and collecting priorities for digital content, and lead the effort to identify approaches, standards, best practices, and business models enabling the collection and preservation of digital content.
- 2.** Establish an institution-wide framework to participate in external organizations, develop corresponding collaborations, keep abreast of key trends and industry developments to influence digital standards, and stimulate progress toward building a national network of digital content partnerships.
- 3.** Establish an institution-wide framework to pursue the Library of Congress' mission-critical digital programs and manage these pursuits in an integrated and strategic manner.
- 4.** Design and implement a communications strategy that: (1) raises the awareness of issues related to long-term preservation and access to digital content; (2) targets stakeholder communities to encourage involvement in a national preservation network; (3) shares new and evolving approaches to the life-cycle management of digital content; (4) provides forums and information on issues of intellectual property and preservation under the current law; and (5) involves the key participants in a national network in the development of a technical architecture supporting many diverse partners.

C. Performance Measures:

- 1.** Number of national and international conferences, standards bodies, and technical developments in digital library work where the Library's role is clearly articulated.
- 2.** Institution-wide framework to validate and/or revise digital directions, priorities, and investments established.

3. Institution-wide capabilities to monitor and respond to external technical, business, legal, and social trends established and sustained.

4. Feedback from updating the Congress and our internal and external participants about the Library's progress through briefings, the digital preservation Web site, news and journal articles, white papers, and formal presentations at targeted conferences in the various segments of the digital community.



GOAL 5

Manage and sustain digital content

A. Planned Outcome: Access over time to a rich body of digital content through the establishment of a national network of committed partners, collaborating in a digital preservation architecture with defined roles and responsibilities. The active institution-wide management of digital content by the Library, throughout each stage of the content life cycle, that recognizes the institution-wide interdependencies among various life-cycle stages to include planning, creating, selecting, describing, sustaining, and making available digital content.

B. Objectives of the Office of Strategic Initiatives, National Library Program:

- 1.** Develop a coordinated institution-wide approach to life-cycle management of digital content.
- 2.** Enhance institution-wide awareness of evolving technical, legal, and economic environments that influence digital content life-cycle stages, and increase the Library of Congress' ability to adapt to those changing digital landscapes.
- 3.** Select, model, and test internal and external digital content life-cycle management approaches, networks, and architectures.
- 4.** Ensure that digital content for CRS, the Copyright Office, the Law Library, and Library Services is obtained, developed, maintained, secured, sustained, and made accessible in a way that maximizes content utility and accessibility to Congress, and other content users.
- 5.** Through NDIIPP, work with external partners in the national network to establish shared national responsibility for the nation's digital content holdings and related life-cycle management services.

C. Performance Measures:

- 1.** Integrated institution-wide framework for life-cycle management of digital content established.
- 2.** Business processes and work flows that support the life-cycle management of digital content within the Library of Congress and via a national/international network defined.
- 3.** Institution-wide approach for articulating policies, roles, and responsibilities related to life-cycle management established.



The Great Hall in the Thomas Jefferson Building.

- 4.** Technical architecture and information technology (IT) infrastructure requirements to support digital content life-cycle management within the Library of Congress and as part of a national/international network defined.
- 5.** Strategy for implementing digital content life-cycle management, organizations, and services within the Library of Congress and as part of a national/international network established.
- 6.** National and international network of digital content life-cycle management partnerships begun, with shared roles and responsibilities defined.
- 7.** Multiple avenues for capture, long-term preservation, and accessibility of content expanding the Library's natural leadership role in selection, metadata, and intellectual property issues.
- 8.** Collaborative federal research agenda for preservation of digital content supported.
- 9.** Volume of Library of Congress' digital content holdings increased.

GOAL 6

Provide high-quality and timely legal research, analysis, and legal reference services to the Congress, the executive branch agencies, courts, the legal community, and other customers

A. Planned Outcome: Delivery of research and reference services that meet or exceed the expectations of the Congress and other customers.

B. Objectives of the Law Library of Congress:

- 1.** Maintain competent legal expertise and competencies sufficient to meet the changing expectations of the Congress and other customers.
- 2.** Modify existing Law Library products and services and create new ones to meet the changing expectations of the Congress and other customers.
- 3.** Ensure that all members, committees, and staff know how the Law Library supports them in their legislative work.

C. Performance Measures:

- 1.** Percentage of the inquiries for legal research, analysis, and legal reference completed within the time frame specified by the Congress.
- 2.** Degree of customer satisfaction with Law Library products and services.
- 3.** Number of requests for Law Library products and services.



GOAL 7

Acquire, secure, maintain, preserve, and make accessible a comprehensive legal collection, in both analog and digital formats, for use by the Congress, executive branch agencies, courts, the legal community, and other customers

A. Planned Outcome: A current and complete collection that enables delivery of legal products and services that meets the expectations of the Congress and other customers.

B. Objectives of the Law Library of Congress:

- 1.** Acquire, organize, and maintain currency of a universal, multilingual and multifformat collection of legal materials of worldwide research significance.
- 2.** Develop and maintain collaborative partnerships with other governments, federal entities, libraries, and the private sector to build a digital collection.
- 3.** Make the collection widely accessible to users for the purpose of research and reference.
- 4.** Increase access to rare and fragile, as well as frequently requested, legal materials by creating digital surrogates.
- 5.** Secure the collections during all phases of the collections' life-cycle using bibliographic, inventory, physical and preservation controls, in accordance with the Library's Collection Security Plan.
- 6.** Manage an effective physical storage program that supports efficient access to the collection.
- 7.** Ensure the preservation of the Library's collections, using appropriate treatments and technologies.
- 8.** Provide leadership in the development of standards and protocols that support the legal information infrastructure.

C. Performance Measures:

- 1.** Time lapse between publication of item and its placement on the shelf.
- 2.** Number of items (analog and digital) acquired directly.
- 3.** Number of items processed.
- 4.** Size of the arrearages.



Clock sculpted by John Flanagan located above the Main Reading Room entrance in the Thomas Jefferson Building.

- 5.** Percent of items not-on-shelf.
- 6.** Percent of items requiring preservation intervention.
- 7.** Number of items circulated.
- 8.** Degree of customer satisfaction.
- 9.** Number of rare and fragile items converted as surrogates.
- 10.** Number of items transferred to off-site storage.
- 11.** Number of items submitted for preservation.
- 12.** Number of standards and protocols proposed, developed, and incorporated for management of the digital legal collection and used by jurisdictions as they join the Global Legal Information Network (GLIN).

GOAL 8

Expand and enhance the Global Legal Information Network (GLIN).

A. Planned Outcome: Ability to provide more comprehensive and timely global legal information.

B. Objectives for the Law Library of Congress:

- 1.** Promote GLIN as the international model for an electronic legal information system through demonstrations and/or presentations at national and international meetings.
- 2.** Expand GLIN membership and partnership to a core of 40 countries that are of primary interest to Congress.
- 3.** Identify and implement new functional enhancements for GLIN.
- 4.** Provide leadership in the development of standards and protocols that support GLIN.

C. Performance Measures:

- 1.** Number of national and international meetings attended per year.
- 2.** Number of new member nations added each year.

GOAL 9

Carry out the statutory mission of the Copyright Office to administer copyright and related laws embodied in Title 17 to provide benefit to the nation

A. Planned Outcome: Timely delivery of quality copyright services to the American people and continued transfer of deposited works into the collections of the Library of Congress.

B. Objectives of the Copyright Office:

- 1.** Provide a timely and effective system to register claims to copyright and other forms of intellectual property in Title 17 and provide a public record of registration.
- 2.** Provide a timely and effective system to record documents assigning rights relating to copyright and other Title 17 protections and prepare a public record of these actions for materials in both analog and digital formats.
- 3.** Provide a timely and effective system for non-registered deposit of published copyrighted works, whether digital or analog, in the Library of Congress to sustain the high quality of its collections.
- 4.** Administer licensing provisions and ensure timely and effective receipt and distribution of royalties.

C. Performance Measure:

- 1.** Throughput times from receipt in the Office to delivery of customer products, such as registration certificates, online records, acquisitions of mandatory deposits, processing of royalty payments and licensing documents, and so forth.



GOAL 10

Formulate and provide expert advice to the Congress, executive branch agencies, courts, and international entities in the furtherance of maintaining a strong and effective national and international copyright system

A. Planned Outcome: Furtherance of the interests of American creators and users of copyrighted works, and of the United States in trade and intellectual property protection.

B. Objectives of the Copyright Office:

- 1.** Serve the needs of the Congress for expert assistance on copyright and related issues by providing assistance in the form and within the time frame requested.
- 2.** Provide policy and technical assistance to the executive branch in international and national copyright matters to encourage effective copyright laws and enforcement nationally and internationally through participation in diplomatic conferences, trade treaty negotiations, and World Trade Organization negotiations.
- 3.** Carry out responsibilities mandated by the Congress by conducting rule-making proceedings and adopting necessary regulations to implement Title 17 within legislated timetables, as with the statutory rulemaking on section 1201(a)(1).
- 4.** Assist the executive branch and the courts with copyright and related litigation, ensuring that the Copyright Office is involved in formulation of U.S. Government positions on copyright cases.

C. Performance Measures:

- 1.** Percent of advice and assistance provided in the form and within the time frames requested.
- 2.** Requesters' satisfaction with advice and assistance.
- 3.** International conferences and treaty negotiations attended, and follow-up actions completed.
- 4.** Completion of the triannual statutory rulemaking required in section 1201(a)(1) of the copyright law by the requested due date.

GOAL 11

Be an effective voice for the principles of copyright, which benefit the public, by providing information and informing the public debate on copyright issues.

A. Planned Outcome: Increased public understanding of American copyright law and its administration.

B. Objectives of the Copyright Office:

- 1.** Provide copyright information and reference services to the public in a timely and efficient manner.
- 2.** Provide public outreach through speakers, tours, exhibits, and other means.

C. Performance Measures:

- 1.** Percent of direct reference service requests answered within acceptable time frames.
- 2.** Degree of requester satisfaction with information provided.
- 3.** Number of hits to key Web site pages and user satisfaction with the Office's public Web site.
- 4.** Implementation of the Office's reengineered "Answer Request" process.
- 5.** Number of speakers, tours, exhibits, and other outreach activities.
- 6.** Installation of new IT systems to support office workflow and the electronic delivery of services.



GOAL 12

Carry out the statutory mission of the Congressional Research Service to assist the Congress as it undertakes its legislative responsibilities by providing multidisciplinary, nonpartisan, confidential, timely, and objective analysis of public policy problems and their possible solutions.

A. Planned Outcome: The Congress receives — at a sustained level of excellence — the timely, authoritative, nonpartisan, and objective legislative analysis and information support it needs as it addresses public policy issues.

B. Objectives of CRS:

- 1.** Develop and execute a research agenda based on the current legislative needs of the Congress.
- 2.** Ensure the intellectual capacity of CRS to meet continuously the changing needs of the Congress.
- 3.** Enhance research capacity by making full use of the entire range of research tools available, including information technology, research methodologies, information sources and databases, and the specialized curators and collections of the Library.
- 4.** Ensure use of the most current tools and techniques of library science, information technology, and research methodologies to the staff when and where they need those resources.
- 5.** Sustain an efficient internal infrastructure, responsive to the specific needs of the Service, and that partners effectively with other units throughout the Library to provide high-quality support enabling the Service to carry out its mission.

C. Performance Measures:

- 1.** Coverage and analyses of current legislative issues, number of issues identified, and the number of reports created and maintained.
- 2.** Development of interdisciplinary coverage and analyses.
- 3.** Realization of capacity requirements — through permanent and contract staff, retention rate and the number of new hires.



Thomas Jefferson Building dome with Capitol in background.

- 4.** Identification and execution of critical staff development needs across all policy areas and supporting activities.
- 5.** Workload and usage statistics of information resources, information technologies, and research methodologies in all policy areas.
- 6.** Prevention of unauthorized access to CRS network.

GOAL 13

Ensure that a high-quality, responsive, and free national reading program is available to the nation’s blind and physically handicapped people.

A. Planned Outcome: Provide a high-quality collection of reading materials to qualified program users, and ensure an effective and efficient distribution network.

B. Objectives of the National Library Service for the Blind and Physically Handicapped Program:

- 1.** Expand and provide a dynamic, balanced collection by selecting, cataloging, and producing a wide range of materials that meet the diverse needs of the program users.
- 2.** Provide program users with reliable analog reading equipment appropriate to their needs.
- 3.** Provide program users with reliable digital reading equipment (new technology) and reading materials in digital format.
- 4.** Provide a wide range of braille and audio in hard copy and through the Internet.
- 5.** Provide national guidance and support to network libraries and agencies serving the blind and physically handicapped.

C. Performance Measures:

- 1.** Number of readership services provided to program users.
- 2.** Number of books and magazines circulated to program users annually.
- 3.** Number of braille and audio book and magazine titles produced annually.
- 4.** Comparison of growth of usage vis a vis other available services for the blind and physically handicapped.
- 5.** Development of a digital talking book machine.
- 6.** Acceptance of the digital talking book standard of the National Information Standards Organization.



GOAL 14

Enhance the management and utilization of the Library's Revolving and Reimbursable funds

A. Planned Outcome: Fee-for-service activities complement the Library's core mission activities by providing additional, high-quality customer services, not funded by appropriations, at a reasonable price.

B. Objectives for the Revolving and Reimbursable Funds Program:

- 1.** Implement Office of Business Enterprises to consolidate management of the Library's fee-for-service activities that provide services directly to the public.
- 2.** Implement additional electronic commerce (e-commerce) Web site initiatives for appropriate fee-for-service activities.
- 3.** Identify and develop business plans for those fee-for-service activities that have potential to generate profits to support core Library services.
- 4.** Ensure responsible management and utilization of those revolving and reimbursable funds that are not intended to generate profits.

C. Performance Measures:

- 1.** Reorganization to establish Office of Business Enterprises completed.
- 2.** Number of e-commerce initiatives implemented and their value to the Library.
- 3.** Business plans completed and approved.
- 4.** Clean audits of revolving and reimbursable funds.

GOAL 15

Manage Human Capital so the Library is able to attract and maintain an outstanding workforce with the skills, resources, and dedication to deliver a range of high-quality, cutting-edge services, in all the Library’s program and support areas. (Lead organization for each objective and performance measure, below, is shown first, followed by others providing support.)

A. Planned Outcomes: The Library’s external and internal customers will recognize improved service, and both performance and customer satisfaction will increase. The Library’s knowledgeable, skilled, diverse, and high-performing workforce will meet the current and emerging needs of its customers. The Library’s racial, ethnic, and gender makeup will reflect that of the customers it serves. Library employee morale will increase, serving as a means to attract and retain talented staff who demand high performance of themselves and their co-workers.

B. Objectives for Human Resources Services (HRS), Office of Workforce Diversity (OWD), and Office of Operations Management and Training (OM&T), and, where noted, for all service and enabling infrastructure organizations:

- 1.** Establish meaningful and measurable performance baselines for all of the Library’s programs and for the support functions performed by the enabling infrastructure. (All service and enabling infrastructure units)
- 2.** Ensure that staff have the Knowledge, Skills, and Abilities (KSAs) needed to serve the Congress and other customers now and in the future. Where appropriate, organizations will identify KSAs for knowledge navigator-curator positions that will function in the digital environment. (HRS, OM&T, and service and enabling infrastructure units)
- 3.** Create, fund, and maintain, as appropriate, professional development plans to help close the gap between needed and available KSAs, with special emphasis on digital competencies for knowledge navigator-curators. (Each service and enabling infrastructure unit, HRS, and OM&T)
- 4.** Strengthen human resource recruitment, retention, and performance management to ensure a workforce that is highly skilled, diverse, committed to excellence, and accountable. (HRS, OWD, and all service and enabling infrastructure units)
- 5.** Make personnel administration responsive, efficient, and effective. (HRS)
- 6.** Develop a model for Human Capital Management that can be translated into a legislative proposal. (HRS, OWD, all service and enabling infrastructure units)

7. Promote diversity and equal employment opportunity in all aspects of Library operations. Facilitate resolutions of workplace disputes fairly and quickly. (OWD and all service and enabling infrastructure units)

8. Invest in training and development to ensure a skilled, competent, motivated, and customer-oriented workforce. (OM&T, HRS, and all service and enabling infrastructure units)

9. Enhance the capabilities of our current and future managers and supervisors to lead and manage change. (OM&T, HRS, and all service and enabling infrastructure units)

C. Performance Measures:

1. Publication of meaningful and measurable performance baselines for all Library programs and support functions. (All Library organizations and OM&T)

2. Design and implementation of workforce planning tool (HRS, OWD, and service and enabling infrastructure units)

3. Design and implementation of staffing and recruitment plans. (HRS, OWD, and service and enabling infrastructure units)

4. Design and implement measurable, outcome-oriented performance management systems (HRS and service and enabling infrastructure units)

5. Number of days to fill competitive selections. (HRS and all service and enabling infrastructure units)

6. Number of days processing key personnel transactions (e.g., personnel actions, position classifications, and leave programs). (HRS)

7. Design and implementation of Individual Development Plans and performance plans linked to the Library's strategic goals, including development plans for knowledge navigator-curators. (HRS and service and enabling infrastructure units)

8. Submission and passage of legislation authorizing new approaches to managing human capital. (HRS and Office of the Librarian (LIBN))

9. Design and implementation of a comprehensive Diversity Action Plan. (OWD)

10. Design and implementation of a new, improved Equal Employment Opportunity system for addressing allegations of employment discrimination in the workplace. (OWD)



The Main Reading Room in the Thomas Jefferson Building.

- 11.** Development and implementation of an effective, multiyear affirmative employment plan promoting diversity, inclusion, and equal employment opportunity for all Library employees.
- 12.** Results of surveys of class participants and supervisors to ascertain whether training added value and improved performance. (OM&T and HRS)
- 13.** Number of courses offered and supported to assist managers and supervisors who lead and manage change. (OM&T and HRS)
- 14.** Number of online (Web-based) leadership and management courses offered and utilized. (OM&T and HRS)
- 15.** Type and number of courses developed, conducted, and evaluated that support employees' retooling and career development needs. (OM&T and HRS)



GOAL 16

Create an environment that supports delivery of superior service to the Congress and the American people through effective communication and management of business and supporting processes and financial resources, and that provides a safe and healthy workplace. This goal and its objectives represent cross-cutting activities that “enable” the program organizations of the Library to carry out their missions. While performance of these objectives should be transparent to the Congress and the public, the objectives are vital to serving the Library’s customers.

A. Planned Outcome: An efficient and effective workforce and infrastructure that support the mission of the Library.

B. Objectives of the Library’s organizations (lead organization indicated):

- 1.** Improve communications with the Congress, the American public, and Library employees to increase awareness of the Library’s products and services. (Office of the Librarian (LIBN)/COS)
- 2.** Facilitate and encourage open communication, innovative thinking, feedback, and increased participation in the decision-making process to improve organizational performance. (LIBN/DLC/COS)
- 3.** Ensure accomplishment of strategic goals and objectives through effective management controls and performance plans that hold the Library’s organizations accountable. (LIBN/Operations Management and Training (LIBN/OM&T))
- 4.** Expand integration of the Library’s strategic planning, budgeting, and performance measurement system. (Chief Financial Officer (CFO)/Planning)
- 5.** All organizations evaluate current operations and delivery of services to identify activities that may be more effectively performed by the private sector, either in whole or in partnership with the Library. (LIBN/OM&T)
- 6.** Implement a modern, customer-driven/output-oriented financial management system that provides effective and efficient accounting, budgeting, disbursing, procurement, and travel services. (CFO)
- 7.** Provide a work environment that supports and enhances the safety, health, and efficiency of the Library staff. (Integrated Support Services (ISS))

8. Provide effective records management, safe mail distribution, printing and transportation services. (ISS)

9. Support the Library's mission and business continuity with a seamless, integrated, and linked acquisition system that successfully provides the full range of essential services and products. (LIBN/DLC)

10. Provide timely and efficient facilities support for staff and collections. (ISS)

C. Performance Measures:

1. Trend in number of Congressional Relations Office communications with Congress and satisfaction rate for those communications. (LIBN/COS)

2. Trend in number of substantive items of communication and ideas for improving Library performance received from Library staff, number of students successfully completing Facilitative Leadership training each year, and trend of positive responses to improvement efforts initiated by management. (LIBN/DLC/COS)

3. Individual organization rates of achieving goals and targets described in their strategic plans and individual annual performance plans. (LIBN/DLC)

4. Implementation of database for all Library strategic and annual planning efforts. (CFO/Planning)

5. Number of completed evaluations to identify operations and services that could potentially be performed more effectively (in whole or in part) by the private sector. (CFO and OM&T)

5. Measurement of accident/injury index; continuing testing of work areas for presence of biohazards. (ISS)

6. Number of illnesses linked to mail; number of records archived; number of accidents/injuries associated with Library transportation services. (ISS)

7. Conduct of customer satisfaction surveys. (ISS)

8. Timely completion of agreed-upon projects listed in the annual facilities plan and positive trend in responses to customer satisfaction surveys. (ISS)

GOAL 17

Manage and sustain mission-critical IT programs

A. Planned Outcome: Furtherance of core program operations and strategic objectives through the use of IT expertise, services, and resources. Library programs, with the support and assistance of OSI and Information Technology Services (ITS), will plan, design, and implement new IT projects and programs that support program-specific missions, as well as sustain operations through the application of new or upgraded digital technologies.

B. Objectives of OSI/ITS:

- 1.** Assist Library programs to plan and design mission-critical IT systems and services. ITS will assist program managers as necessary to support life-cycle management of digital content; and define functional, technical, and design requirements for mission-critical IT systems and services.
- 2.** Assist Library programs to implement mission-critical IT systems and services. ITS will assist program managers as needed to obtain and/or build, integrate, test, and deploy technical components.
- 3.** Assist Library programs to operate and maintain mission-critical IT operations as appropriate.
- 4.** Ensure that IT investments in the digital infrastructure are adequate to support service unit mission-critical operations over time -- sustain and upgrade the technical and IT organizational infrastructure as needed.
- 5.** Assist Library programs to develop, implement, and maintain IT performance measurement and management systems. This will include performance tracking, reporting, and risk management for the planning, design, implementation, and continuing support of mission-critical IT operations.
- 6.** Design, develop, and implement an Alternate Computing Facility (ACF) capable of reestablishing and operating the Library's internal and external digital systems and interfaces in the event a disaster disables the Capitol Hill computing facilities and networks.

C. Performance Measures:

- 1.** Level of Library program managers' satisfaction with ITS support of mission-critical IT programs.
- 2.** Sustained IT systems for mission-critical digital programs.

- 3.** Gap analysis conducted, comparing institution-wide digital strategy (as defined in the Digital Strategic Plan), when compared to existing capabilities and forecasted needs over time.
- 4.** Degree Library of Congress digital priorities and goals, as defined in the Digital Strategic Plan, achieved over time.
- 5.** Degree to which the Library is prepared to recover (completion of the ACF, disaster recovery planning, backup planning, etc.), and the ability of the IT infrastructure to actually recover from disasters.



GOAL 18

Provide effective security and emergency planning for the Library's staff and visitors, collections, facilities, and other assets.

A. Planned outcome: security and emergency preparedness at the Library meet all applicable standards; and people, collections, buildings, and other assets are safeguarded from threats and are prepared for emergency contingencies.



B. Objectives of the Office of Security and Emergency Preparedness (lead) and all other Library organizations:

- 1.** Implement the Congressionally approved Security Enhancement Plan.
- 2.** Implement the Congressionally approved Collections Security Plan, and enhance and continually update the plan through the Collections Security Oversight Committee.
- 3.** Aggressively monitor collections security using new methods and spot checking, and using programs to increase staff awareness of, and involvement in, security implementation.
- 4.** Provide timely and effective security services by coordinating with the U. S. Capitol Police as necessary to ensure consistency and adherence to applicable standards, and by executing the Capitol Police merger plan, if approved.
- 5.** Coordinate Library-wide emergency preparedness activities and continuity of operations planning.

C. Performance measures:

- 1.** Complete the unmet requirements identified in the Collections Security Plan and continue to update the plan as needed.
- 2.** Results from random samples of the Library's collections to determine the effectiveness of security controls in place (OIG).
- 3.** Meet established time lines for completing installations and implementing of physical security controls defined outlined in the Library's Collections Security and Security Enhancement Implementation Plans.
- 4.** Meet time lines negotiated with customers for completing effective security, investigative, and police services.
- 5.** Timely and effective coordination with the U. S. Capitol Police to provide and adhere to uniform standards where necessary to enhance overall security of the Capitol Hill complex.
- 6.** Timely execution of the Library's responsibilities in the Capitol Police merger implementation plan, if the plan is approved by the Congress.
- 7.** Timely achievement of emergency preparedness program objectives detailed in the Library of Congress Comprehensive Emergency Management Plan.